

**DEPARTMENT OF THE ARMY
HEADQUARTERS, 306TH MILITARY INTELLIGENCE BATTALION
UNITED STATES ARMY GARRISON
FORT HUACHUCA, AZ 85613-6000**

ATZS-HB

10 Oct 00

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: FY 01 Annual Battalion Training Guidance

1. References:

- a. Field Manual 25-100, Training the Force; November, 1988
- b. Field Manual 25-101, Battle Focused Training; September 1990,
- c. USAIC&FH Training Guidance, TBP.
- d. 112th MI BDE Training Guidance, TBP.

2. Purpose. To provide annual training guidance to the 306th MI Battalion for FY 01. This memorandum establishes general training guidance. It is intended to supplement both USAIC&FH and BDE training guidance and will consequently not repeat guidance issued by higher HQ. All guidance issued by higher HQ is applicable to all soldiers assigned to our battalion. Additionally, all training will be conducted using the tenets of FM 25-100 and FM 25-101.

3. Training Assessment. With the formation of the 112th MI Bde and the restructure of the battalion, our Mission Essential Task List (METL) has changed. Additionally, we have been given the mission of MI unit level/collective trainers. My initial assessment is that we have work to do in specific areas outlined below.

4. Training Guidance. I realize that in the 306th MI Battalion we have very limited training time. As such, it is imperative that all training time is both planned and executed wisely. Our mission, supported by our METLs, requires that we must always have trained soldiers ready to deploy in support of real world contingency operations as well as in support of HQDA and TRADOC taskers. Additionally, we must be able to effectively and efficiently sustain our force. Finally, we must provide the planning, execution, and leadership in support of the Interim Brigade Combat Team (IBCT) train-up as well as the MI Strategy to support the TRADOC Trends Reversal and Focused Rotation Programs. All of these can be accomplished by focusing our

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training philosophy on common soldier/individual skills, small unit leadership skills, collective unit training initiatives, and staff organizational management at all levels. Limited training time requires all leaders to focus on METL related training at every opportunity, be it unit physical fitness training to Sergeant's Time to spiritual training.

5. Specific Training Guidelines. The primary focus of our training this year will be on soldier readiness and risk reduction. I define soldier readiness as being administratively prepared to deploy and, once deployed, able to conduct your job. **Individual soldier skills training is an NCO responsibility. I hold the first line leader directly responsible for the training level achieved by his or her soldiers. I also look to the company chains of command for their active roles in ensuring that the standards are met.** In the area of soldier readiness:

a. MOS Training. MOS proficiency is the cornerstone of soldier readiness. As such, MOS training must be the cornerstone of our training effort. Each month, we dedicate two sergeant's time training (STT) to the section. I want one of the two STT's dedicated to MOS specific training. I expect MOS training to be in-depth, challenging, and realistic. The end state is a trained soldier possessing the MOS skills necessary to handle any assignment or deployment.

b. Weapons Qualification. The Army's mission is to fight and win our nation's wars and an important part of that is weapons qualification. Weapons qualification is a key event for every soldier. Since the battalion currently has fewer junior enlisted soldiers due to the reorganization, we will conduct fewer M-16 qualification ranges than we have in past years. This means each range becomes more important, especially for soldiers who need weapons qualification for promotion points. Commanders, I want you to set the conditions for success by ensuring every soldier has the maximum amount of training before qualifying. I expect thorough pre-marksmanhip instruction (PMI) to include the weaponeer for each firer prior to every range. Additionally, I want to conduct at least one 9mm-familiarization range this FY. The end-state of our weapons training is a soldier who is qualified, familiar, and confident with his/her assigned weapon.

c. CTT Training. Similar to last year, each company should focus on skill level one and two tasks the first two quarters, and skill level three and above during the third quarter. The goal is to complete all CTT Training by the end of the third quarter. The fourth quarter will be used to conduct any required make-ups to ensure that all soldiers have completed all CTT tasks for the year. We need to ensure this training is realistic and effective, and not just a "check the block." The end-state is a soldier who can deploy on any contingency with the soldier skills needed to survive on the battlefield.

d. Physical Fitness. I enjoy good PT and intend to place emphasis on physical fitness training (PFT.) My intent is to eliminate APFT failures in this battalion and to maximize officer and NCO

attendance at PT. PFT must focus on an overall aerobic and anaerobic fitness regimen. If you successfully implement a good program, you should not have to worry about your folks

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meeting at least the minimum standards on the APFT. In fact, you should always strongly encourage your soldiers to do the very best they can, whether during daily PFT or during a graded APFT. To maximize the PFT time allotted to conduct individual and company PT, battalion runs will be conducted only once a quarter. Athletic and recreational type of activities will not be conducted during normal PT times. I challenge NCOs to be creative in their approach to PFT. For example, a hike in the mountains with a rucksack is a great cardiovascular workout. The benefits are not only physical fitness but mental toughness, which is equally important. The end-state is a soldier who excels on the APFT and is prepared to withstand any physical and mental rigor whether on the job or while deployed.

e. Language Training. Language qualification and proficiency are vital for our soldiers in MOS 98G and 97E, Warrant Officers 351E and 352G and Foreign Area Officers. The Ft. Huachuca and Army standards are a 2/2 in reading and listening comprehension. Therefore, we must continue to emphasize our language training program and ensure each linguist has the opportunity to maintain or improve their language proficiency. We will take advantage of every opportunity to enhance our language skills. The end-state is a linguist who is proficient and confident with their language skills.

f. OPD/NCODP. I feel that continuing professional development throughout one's career is very important. Being at the home of military intelligence we would be foolish to not take advantage of the expertise resident on this post. Therefore, we will conduct one OPD/NCODP per quarter. This quarterly OPD/NCODP will be on a MI specific topic and will be open to all officers and NCOs in the battalion. Additionally, from time to time I intend to schedule less formal OPD/NCODPs for the battalion staff. Examples of these will be briefings given to the pre-command course or briefings from visiting guests.

6. Unit Level Training. As stated earlier, our battalion has been given the military intelligence unit level/collective-training mission. What this means is that the 306th will train all MI personnel assigned to the second Interim Brigade Combat Team (IBCT). Although we are the lead proponent for USAIC&FH, we will receive assistance from contractors as well as from selected personnel from across the post.

7. Safety and Risk Reduction Training. In all training, safety is paramount. The nature of our business is dangerous. The environment in which we live is dangerous. No peacetime training is worth a soldier's life or limb. ***Commanders at all levels will ensure that appropriate risk assessments are conducted prior to all training.*** They will also ensure that their subordinate leaders understand and use risk assessment as an integral part of all training. Every soldier in this battalion is a safety officer and is required to stop any and all unsafe acts.

8. The dynamic OPTEMPO and the current challenges in personnel shortages, time and resource management, force all soldiers to aggressively think “out of the box” and derive new, innovative ways to train to standard. Just as the Army is restructuring how it does business in a Joint

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environment vice a purely service parochial system, so too must we think of new, collaborative techniques to conserve our precious resources, unify our efforts, and accomplish our missions. Close coordination not only between companies, but also with other units outside of our battalion for training opportunities is but one example of re-looking how we do our training business.

9. Conclusion. Our goal is to have ready-trained soldiers who have all the skills needed to succeed at every mission. I challenge commanders, first sergeants, noncommissioned officers, and leaders alike to develop challenging and innovative training that keeps our soldiers motivated and proficient. Make it safe, make it realistic, and make it fun!

DEEDS NOT WORDS!

D.J. REYES
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Commanding

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